SubCommittee Name: <u>Digital Strategy / Data Policy and Uses focus area</u>

1. **How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe?**

   - Walk before you run: The State Data Plan and work on integrated data have laid a good foundation. But they need support. Empowering the Chief Data Officer (CDO) should be a priority. Capacity-building efforts across agencies are needed and should focus on: data literacy among agency staff, removing barriers to data sharing with agency lawyers, and increasing use of existing resources by all, including the state data portal.
   - Set the tone with new hires: New hires – commissioners, but also agency data officers or agency lawyers involved in data sharing agreements - need to be measured by their ability to improve/expedite results and performance. Collaboration should be an expectation. Managing data as an asset and data governance (principles, framework, MoUs) should be part of the job description. Agency leads could be a cross-agency committee, leading agency-level challenges around outcomes (ex. talent pipeline, affordable healthcare).
   - Communicate: Ensure staff capacity to communicate about how the administration is using data, including in a 'Governor's Challenge.' Use existing cross-agency data to drive online dashboards and reporting (ex. 'Connecticut Talent Pipeline Scorecard'). Prioritize and list questions that are important to the administration and which they would like to see answered in the first 100 days.
   - Institutionalize use of data to inform policy: By 2020, launch a state policy center, focused on Research, Evaluation and Insight to deliver analytics and insights mentioned in the Agenda, built with pipeline of talent from previous phases of the vision.

2. **Which goals are achievable in the first 100 days of the Administration?**

Indicate support for the CDO and State Data Plan. Ask legislative leaders to appoint remaining members of state Data Analysis and Technology Advisory (DATA) Board. Agree to act on any recommendations around integrated data from the cross-agency planning effort through Actionable Intelligence for Social Policy. Launch a process to find home for state policy center.

3. **Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?**

We have many distributed pieces of legislation that speak to data policy that will need to be reviewed for sustainability. The above recommendations would involve costs for capacity-building and for communications.

4. **Are there specific challenges you can identify with regard to achieving the Lamont Administration's goals, and how would you suggest to address those?**

This group has lofty ambitions, but we need to be sure we are building on, or looking to create, a solid foundation. The state data plan is not funded and enforcement authority of the CDO is limited. CT has been lax in articulating standards for data collection and use. Data quality limits ability to use state data for any kind of advanced analytics. Technology within agencies is antiquated and inhibits use of data. Technology for cross-agency data sharing is cumbersome and not flexible or scalable. The recommendations above are intended to address these by focusing on data strategy, capacity-building and cross-agency collaboration.

5. **How will implementation of policy in this area create jobs and spur economic growth?**

Better data quality and interoperability facilitates the use of data for performance management. Performance management should create efficiencies and allow program evaluation to find what is working. Longitudinal data allows evaluation of an array of issues on educational performance and to track the impact of major initiatives. Cross-agency data allows identifying and understanding dynamics in the social safety net (ex. frequent flyers, multiple-use households).

6. **Are there opportunities for cost savings for CT state government in the context of implementing this policy?**

There are State Enterprise Assets which are not in use universally that can help save money and delivery services more efficiently (examples include: Enterprise Master Person Index, Enterprise Provider Registry, Relation Registry). Licenses are open to all agencies; collaboration and capacity-building can help encourage use of underused assets.

7. **What examples of success from other states, countries, or the private sector in this policy area should the Administration study?**

Agency staff have already been learning from examples of integrated data system uses from Actionable Intelligence for Social Policy, but should focus on implementation starting in 2019.

Academia leads the way in the realm of government modernization and should be leveraged heavily in this work - institutions like the Data-Smart City Solutions at Harvard and NYU's Center for Urban Science & Progress.

8. **Are there any other issues/considerations you would like to highlight with regard to this policy area?**

These are covered in the Digital Strategy transition two-pagers.